

□ Campaign Eight: ▲ Tourism Destination

Campaign Eight promotes Rochester as a tourism destination attraction. Our city includes some of the most important and significant historic, cultural, recreational, entertainment and tourist attractions that can be found within our entire region. Many of these are located along the city's three great waterways: Lake Ontario, the Genesee River and the Erie Canal. Our city is particularly known for arts, cultural and entertainment attractions such as the Eastman Theater and George Eastman House, the Memorial Art Gallery and Strasenburgh Planetarium, GeYa Theater and other performing arts centers, the Rochester Museum and Science Center, the Susan B. Anthony House and the historic High Falls District. Our city is also emerging as a sports activity center for the region. Facilities such as Frontier Field, the Blue Cross/Blue Shield Arena at the War Memorial as well as area colleges and universities (some located along our waterfront) are serving as new centers for regional amateur and professional sporting events. Our city also boasts a tremendous variety of public parks and other recreational venues and opportunities such as Durand Eastman Park, Genesee Valley Park, Charlotte Beach, the Maplewood Rose Garden, the Genesee River Gorge, Highland Park and the Erie Canal. We have a modern airport, an excellent highway and public transportation system, several major downtown hotels and additional tourism support infrastructure. The concept of developing our community as a tourism and convention destination attraction involves coordinating and marketing our existing attractions, assets and infrastructure along with new strategic development and investment into an overall themed and packaged tourist experience that meets the leisure demands and travel expectations of a large segment of the tourist market.

Tourism is the second largest industry in New York State and a major factor in our community's local economy. Water, entertainment, sports, cultural and family-oriented tourist attractions are fast becoming the major draws for the leisure tourist. Rochester has a tremendous opportunity to capitalize on these and other tourism-related development opportunities as well as convention and conferencing possibilities to transform our city into a major destination that can bring new leisure visitors as well as business travelers to our city from the surrounding region and other parts of the nation. Cities like Boston, Toronto, and Cleveland have used similar-type attractions as the basis for building thriving tourism industries and for transforming their communities into tourism destination attractions that contribute to economic growth and the overall improvement of residents' standard of living. Rochester's residents, it's economy and it's image will continue to benefit from tourism development efforts that build on our tourism assets and attract new visitors to our community. ▲

▲ **Our Indicators of Success (Benchmarks) 1999-2004**

- (1) Increase the number of visitors (business and pleasure) to our city.**
 - (2) Increase the amount of hotel and sales tax revenue attributable to visitor spending in our city in constant dollars.**
 - (3) Increase the amount of building square footage developed along our waterfronts**
 - (4) Increase the percentage of leisure travelers who make return visits to our city.**
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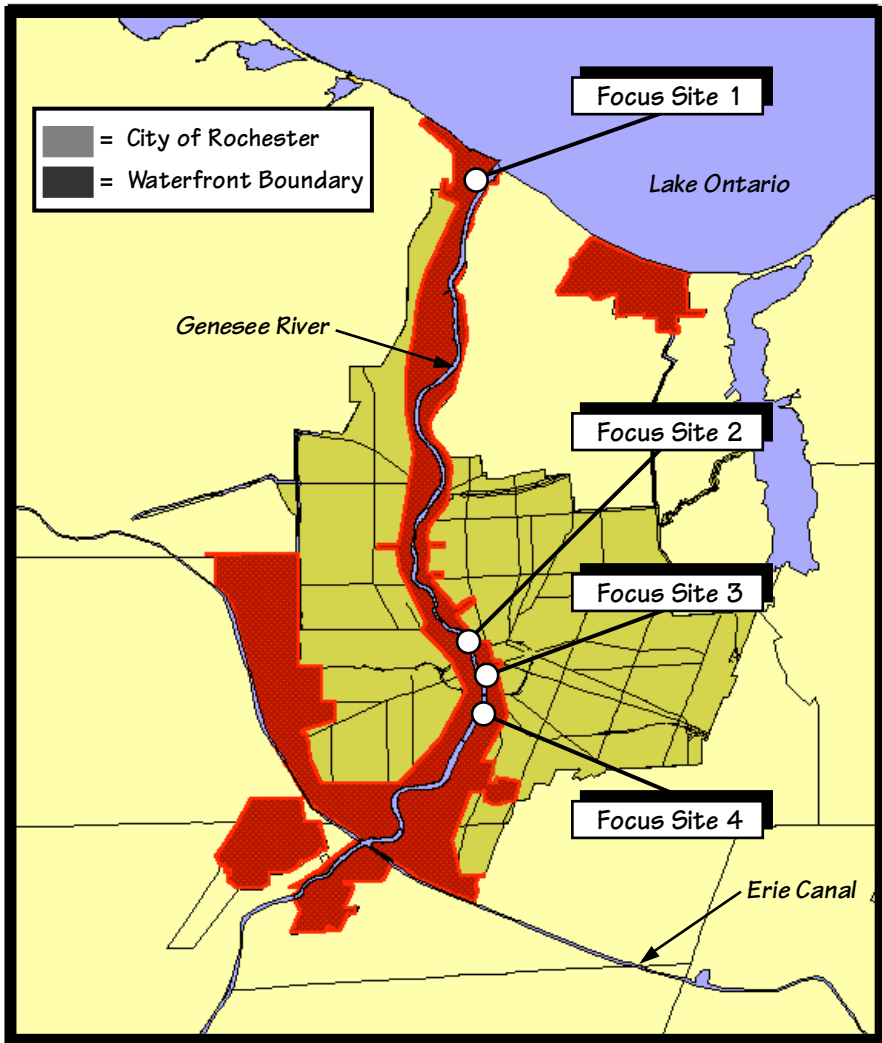


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Policy: (B) It is the policy of our city to promote recognition of our city and region as a tourism destination that embraces a broad range of “four-season” tourist attractions centered on our unique waterfront resources, arts, cultural, sports and entertainment facilities as well as our reputation as a supportive and innovative community, in a way that contributes to our community’s local and national image as well as its economic vitality and growth.

- ▲ Goals:
- (A) Encourage sporting events and venues, special festivals, events, celebrations and conventions that help to bring visitors into our city and create an image and “sense of place” that is locally, regionally and nationally recognized.
 - (B) Encourage and help create appropriate private, market-driven investments in the local tourism industry that result in additional revenue for businesses and the creation of new jobs for local residents.
 - (C) Transform our extensive and unique waterfront resources, historic and cultural assets into a regional tourism destination attraction that maximizes economic, environmental and recreational benefits in a way that enhances the quality of life for city residents.
 - (D) To develop, protect and promote our parks, recreation and open space system as a prime four season regional tourism attraction and asset that is complementary to our diverse waterfront resources.
 - (E) Promote the creation of a diverse transportation system that connects our many tourism attractions and resources and positively contributes to the physical, social and economic well-being of our citizens, visitors and community.
 - (F) Develop diverse, unique tourism attractions that balance economic issues and impacts with neighborhood preservation, enhancement and protection.
 - (G) Capitalize on our many recreational, historic, civic and business assets as well as our high quality of life to expand recognition of Rochester as a highly desirable tourism destination and attractive place to live.

- ▲ Strategies:
- (A) (1) Develop a flat water racing venue adjacent to the Genesee River Corn Hill Landing.
(2) Market Rochester using a theme that portrays our city as a unique water and sports oriented tourism destination.
 - (B) (1) Support development of water-dependent and water-enhanced uses along our three waterfronts (Lake Ontario, Genesee River and Erie Canal).
(2) Support and facilitate the establishment of a fast ferry service between Rochester and Toronto.
 - (C) (1) Adopt the City’s Local Waterfront Revitalization Program (LWRP) Update and incorporate appropriate strategies into the Rochester 2010: The Renaissance Plan.
(2) Preserve and enhance the village character in Charlotte through appropriate tourism development.
(3) Improve neighborhood connections and linkages to our waterfront.
(4) Develop the High Falls District as a themed, family-oriented entertainment destination.
(5) Develop the Erie Harbor canal port as a major canal destination.
 - (D) (1) Increase event programming that will attract local residents and tourists to our parks.
(2) Complete the system of linear parks and trail connections from Lake Ontario to and along the Genesee River and Erie Canal.
(3) Incorporate water features (fountains, pools) in parks and new development to reflect and symbolize our significant water resources.
(4) Expand events and promotions that emphasize the positive aspects of Rochester as a “winter city”.
 - (E) (1) Improve connections between our water-related attractions through the use of shuttle systems or themed transportation services.
(2) Ensure accessibility to tourism and waterfront attractions for those with special needs.
 - (F) (1) Develop specialty retail opportunities within development areas that may be frequented by tourists.
(2) Ensure that the necessary infrastructure is in place to accommodate anticipated new tourism-related development.
(3) Develop the High Falls District as a themed, family-oriented, entertainment attraction.
(4) Promote Rochester area fishing resources as a tourism destination opportunity.
 - (G) (1) Promote and support conferences and conventions that focus on our unique character and culture.
(2) Establish and promote “Community Best Practices” conferences in our city.
(3) Develop and maintain an “image management program” promoting Rochester’s assets and the desirability of our community as a place to visit and live.



WATERFRONT TOURISM DESTINATION OPPORTUNITIES:

WATERFRONT VISION:

Rochester's Waterfront (the Lake, the River and the Canal) will be:

- "A DESTINATION" It will function as a tourist destination for travelers and will attract visitors from a broad regional market.
- "A UNIQUE ENVIRONMENT" It will provide interest and variety for visitors by including three extremely distinct water resources; Lake Ontario, the Genesee River and the Erie Canal.
- "A GATEWAY" It will function as a gateway to a full range of attractions, services and amenities within the city and the region.
- "FULLY CONNECTED" It will provide user-friendly, thematic and exciting linkages that connect attractions, services and amenities to each other and to the surrounding neighborhoods.
- "HIGHLY RECOGNIZED" It will be locally, regionally and nationally recognized as a unique resource and attraction and will put Rochester "on the map" as a tourist destination community.
- "DRAMATIC AND DIVERSE" It will contain dramatic and diverse built, historic and natural environments offering a wide variety of attractions and amenities to a broad spectrum of visitors.

WATERFRONT DEVELOPMENT GOALS:

- (1) Increased regional tourism in Rochester (regional tourism destination attraction).
- (2) Improved image of Rochester and improved quality of life for Rochesterians (local use and enjoyment of resources).
- (3) Leveraged, market-driven, private tourism development and increased job creation (family-entertainment driven).
- (4) Protected and enhanced environmental, historic and cultural resources along our waterfront (four-season destination concept).

WATERFRONT DEVELOPMENT OBJECTIVES:

Focus Site 1: "Charlotte: Harbortown, USA"

- Preserve and enhance village character
- Create a regional tourism destination attraction
- Improve access into and out of area
- Enhance business activity in area
- Improve pedestrian circulation and safety

Focus Site 2: "Center City - High Falls"

- Develop continuous riverfront pedestrian ways
- Develop as regional entertainment district
- Develop as historic district
- Create new market-rate residential areas
- Create entertainment icon at Beebe station

Focus Site 3: "Center City - Festival Riverfront"

- Increase recreation/commercial activity downtown
- Create continuous riverfront pedestrian ways
- Create Center City regional market district
- Develop entertainment/historic districts
- Create new market-rate housing areas

Focus Site 4: "Center City - Erie Harbor on the Genesee"

- Develop venues for festival and water events
- Create pedestrian connections: neighborhoods to canal
- Create/enhance public access to waterfront and water
- Provide boating amenities for canal users
- Develop canal port as "entrance" into downtown

GOALS

Regional Tourist Destination:

To have a port that attracts visitors from the northeastern United States and Canada via the land and the water. Local residents and tourists are drawn to Charlotte to experience the expanded Lake Ontario Beach Park, buy gifts at the Street of Shops, or walk along the Riverfront Promenade. A variety of transportation options in and out of the are available; visitors arrive by foot, car, bus, excursion train, boat, water taxi, or fast ferry.

Local Use & Enjoyment:

To have a port that is connected to the Village of Charlotte and the surrounding region. Access to the waterfront from the near-by neighborhoods will be improved with more direct connections to the river. The riverfront promenade and the trail system within the gorge allows pedestrians and bicyclists an opportunity to experience the Lake and the River. The additional transient boating slips provides boaters from Greece and Irondequoit an opportunity to visit the land side attractions.

Family Entertainment:

To have a port that consists of activities for all age groups on the water and the land. There are a large number of potential water-dependant or water enhanced entertainment opportunities available; boat rentals, high tech arcade, interpretive center, dining, parasailing, etc. In addition, visitors can enjoy passive activities such as walking along the waterfront, "window shopping," or listening to a free concert. Specific programming caters to those groups with special needs, such as the elderly.

Four Season Destination:

To have a port that attracts visitors throughout the year. During the summer months the level of activity on the water takes center stage. However, the remainder of the year brings shoppers, visitors walking along the waterfront, fall foliage tours, and winter carnivals. In addition to local visitors, the fast ferry brings people from Canada 365 days a year into Charlotte.

DESTINATION TOURISM ATTRACTION CHARLOTTE, "HARBORTOWN USA"

STRATEGIES / ACTIONS

Preserve & Enhance Village Character:

1. Enhance the Lake Avenue streetscape
2. Renovate facades
3. Build new "Village" scale development
4. Expand the Harbortown Commercial District
5. Expand the Lake Ontario Beach Park
6. Provide themed lighting (Not Shown)
7. Add street plantings (Not Shown)
8. Implement comprehensive signage program (Not Shown)

Improve Pedestrian Circulation & Safety:

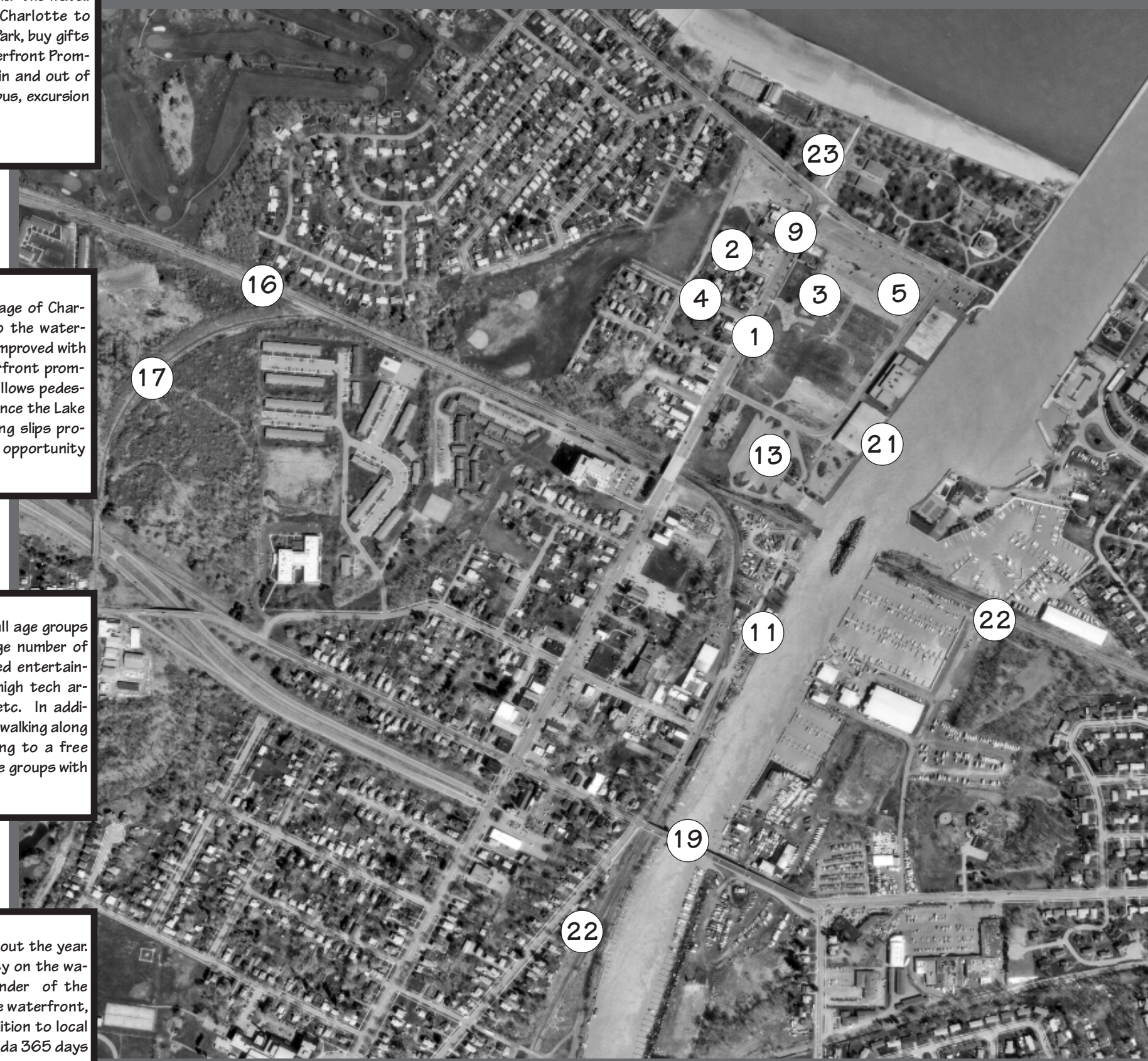
9. Implement traffic calming measures such as:
 - Narrowing Lake Avenue
 - Textured crosswalks, etc.
10. Construct wide sidewalks (Not Shown)
11. Construct a Riverfront Promenade
12. Provide enhancements and connections adjacent to the railroad tracks (Not Shown)
13. Potential connection of River St. to port site

Preserve Critical Views:

14. Establish view corridors to be protected (Not Shown)
 - Looking north to the lake
 - Looking northeast to the mouth of the river
 - Looking east towards the river
15. Create design guidelines to protect critical views of the water (Not Shown)

Improve Access In & Out of the Area:

16. Possible new access road
17. Possible remote parking lot
18. Provide a water taxi service (Not Shown)
19. Replace the Stutson Street Bridge
20. Extend River Street into the Port Site (Not Shown)
21. Potential ferry and excursion operations
22. Possible light rail or excursion train
23. Ontario Beach Park Enhancements



DESTINATION TOURISM ATTRACTION CENTER CITY: HIGH FALLS

GOALS

Regional Tourist Attraction:

To have a regional destination entertainment icon that will draw visitors from many U.S. and Canadian locations to Rochester. "Center City: High Falls" will be one of the most (if not the most) important tourist destinations in Rochester marketed to outside visitors to greatly enhance the viability of Rochester's tourism industry. As an entertainment district, High Falls will support a variety of thematic attractions and businesses and will help the viability of other entertainment/cultural districts throughout the city.

Local Use & Enjoyment:

To have a local entertainment icon that supports locally owned business venues and is linked to surrounding neighborhoods/urban villages. As an attraction on the Genesee River corridor, High Falls will be accessible to local visitors via interconnecting city streets that form district gateways into Center City as well as a corridor-wide pedestrian (bicycle) path on either side of the Genesee from the north and south.

Family Entertainment:

To have a thematic attractions and businesses that are oriented to families and all age groups. "Center City: High Falls" will be marketed as having "something for everybody". Attractions such as a new & enhanced laser light show, "IMAX" theater shows, an improved historic interpretive center, a "Film Hall of Fame," a theater-in-the-round and cultural festivals are just some of the possible family oriented attractions to be developed at High Falls.

Four Season Destination:

To have year round enjoyment at Center City High Falls. As summer will undoubtedly be the peak recreational season, fall, winter and spring will each have their own events and activities to support a viable destination tourism attraction at Center City: High Falls all year long. Indoor and outdoor activities will compliment each other when appropriate to evenly distribute visitors throughout the entertainment district.

STRATEGIES / ACTIONS

Increase recreational/commercial activity in Center City:High Falls:

1. Redevelop Beebee Station into new family theme attraction with associated entertainment venues
2. Develop new attractions & businesses at the Center at High Falls
3. Potential new Genesee Brewing Co. beer garden terrace (over looking gorge) and brewery tours
4. New festival site at the Gorsline Building

Develop a Center City:High Falls riverside pedestrian promenade:

5. Potential new promenade along Beebee Station redevelopment site
6. Potential promenade river crossing along & overlooking High Falls
7. Potential new promenade along Genesee Brew. Co.
8. Potential new pedestrian link under or over Inner Loop on west side of river

Develop Center City:High Falls entertainment & historic districts:

9. Establish new enhanced entertainment district at Center City:High Falls to include Beebee Station redevelopment site
10. Develop possible historic west-bank brewery district north of Beebee Station redevelopment site
11. Use local history and industry to establish thematic district names at Center City:High Falls

Encourage new market rate residential development in Center City:

12. Develop/enhance major gateways and links to surrounding neighborhoods/urban villages
13. Provide new services and commercial retail venues in Center City to support new market rate residential growth in nearby areas
14. Enhance surrounding areas to draw new residents to Center City



GOALS

Regional Tourist Attraction:

To develop Rochester's Center City waterfront into a viable and festive attraction for residents & visitors. Rochester's Center City Core portion of the Genesee River will come alive as a major downtown festival market district with associated festivities and venues. It could be modeled after such downtown waterfront icons as Seattle's Pike Place, Boston's Quincy Market and Baltimore's Inner Harbor.

Local Use & Enjoyment:

To provide & enhance Center City Core attractions, recreation and accessibility for local residents. Rochester's Center City will link surrounding neighborhoods/urban villages to its Center City:Festival Waterfront with new & enhanced district gateways. Major transportation corridors and enhanced mass transit systems will bring local visitors from all parts of the region directly to Rochester's Center City:Festival Waterfront.

Family Entertainment

To create a festive waterfront market district oriented to families and all age groups. The Center City:Festival Waterfront will integrate new attractions & commercial development (ie: Convention Center; War Memorial) with historic and interpretive landmarks (ie: Olde Rochesterville and the Broad Street Aqueduct).

Four Season Destination:

To provide programming, events & activities year round at Rochester's Center City:Festival Waterfront. Development of a balanced mix of downtown attraction venues and seasonal related activities will ensure a viable and active "four season" experience.

DESTINATION TOURISM ATTRACTION CENTER CITY: FESTIVAL RIVERFRONT

STRATEGIES / ACTIONS

Increase recreational/commercial activity in Rochester's Center City Core:

1. Enhance existing retail shops on Main Street to compliment waterfront
2. Develop new bridge lighting and decorative fountains to enhance the aesthetic character of Center City:Festival Waterfront
3. Redevelop Court & Exchange Street waterfront site into mixed-use commercial and high density residential area

Develop a Center City:Festival Waterfront riverside pedestrian promenade:

4. Potential development of missing pieces of riverside walkway inside the Inner Loop
5. Link riverside walkway to Broad Street Aqueduct and Center City Skyway system
6. Develop new riverside promenade connecting 'Center City:Erie Harbor on the Genesee' to 'Center City: Festival Waterfront'

Develop Center City:Festival Waterfront entertainment & historic districts:

7. Potential new "Blossom Market" district at Genesee Crossroads Plaza
8. Potential new Broad Street Aqueduct historic district (with Lehigh Valley Station commercial development)
9. Enhance Olde Rochesterville historic district

Encourage new market rate residential development in Center City:

10. Develop/enhance major gateways and links to surrounding neighborhoods/urban villages
11. Provide new services and commercial venues in the Center City:Festival Waterfront area to support new market rate residential growth in nearby areas
12. Enhance surrounding areas to draw new residents to Center City



GOALS

Regional Tourist Attraction:

To have a harbor that will provide unparalleled boating amenities, regatta races, an expanded Corn Hill Festival, uncomperable canal tour amenities and many other programming events. The proposed structures will be designed with a historic riverfront/canal theme. The Harbor is strategically located directly adjacent to many of the other center city attractions and would be packaged accordingly.

Local Use & Enjoyment:

To have a harbor that is connected to surrounding neighborhoods through the use of neighborhood streets. The crosswalks at the ends of these streets will be treated differently than the surrounding area. The river itself is accessible because the river wall will be reconstructed to a more natural river bank. All the proposed landings within the harbor are publicly owned and boat rental/docks can be used by residents. A riverfront promenade surrounds the Harbor, making the entire harbor accessible.

Family Entertainment

To have a harbor where the activities are oriented towards the family. Activities for all ages include; canal tours, eating out, shopping, boat rental, spectating races, festivals, farmers market and many other activities in Center City.

Four Season Destination:

To have a harbor that can be enjoyed all year long.

Spring : canal tours, using the multi-use recreational trail and many indoor activities.

Summer: farmers market, Corn Hill Festival, fireworks and using the *genesee*/canal trail.

Fall: flat water events, boat rental and tours of fall foliage along the canal.

Winter: ice skating, cross country skiing on the path, shopping and dining.

DESTINATION TOURISM ATTRACTION CENTER CITY: ERIE HARBOR ON THE GENESEE

STRATEGIES / ACTIONS

Develop Venues for Festivals & Water Events:

1. Establish Corn Hill Harbor Amphitheater, Timing Tower, Retail Establishments & Expanded Corn Hill Festival & Farmers Market
2. Potential White Water Course
3. Develop a South Wedge Festival Site & Ice Skating Facility

Maximize Public Access to the Waterfront & Water:

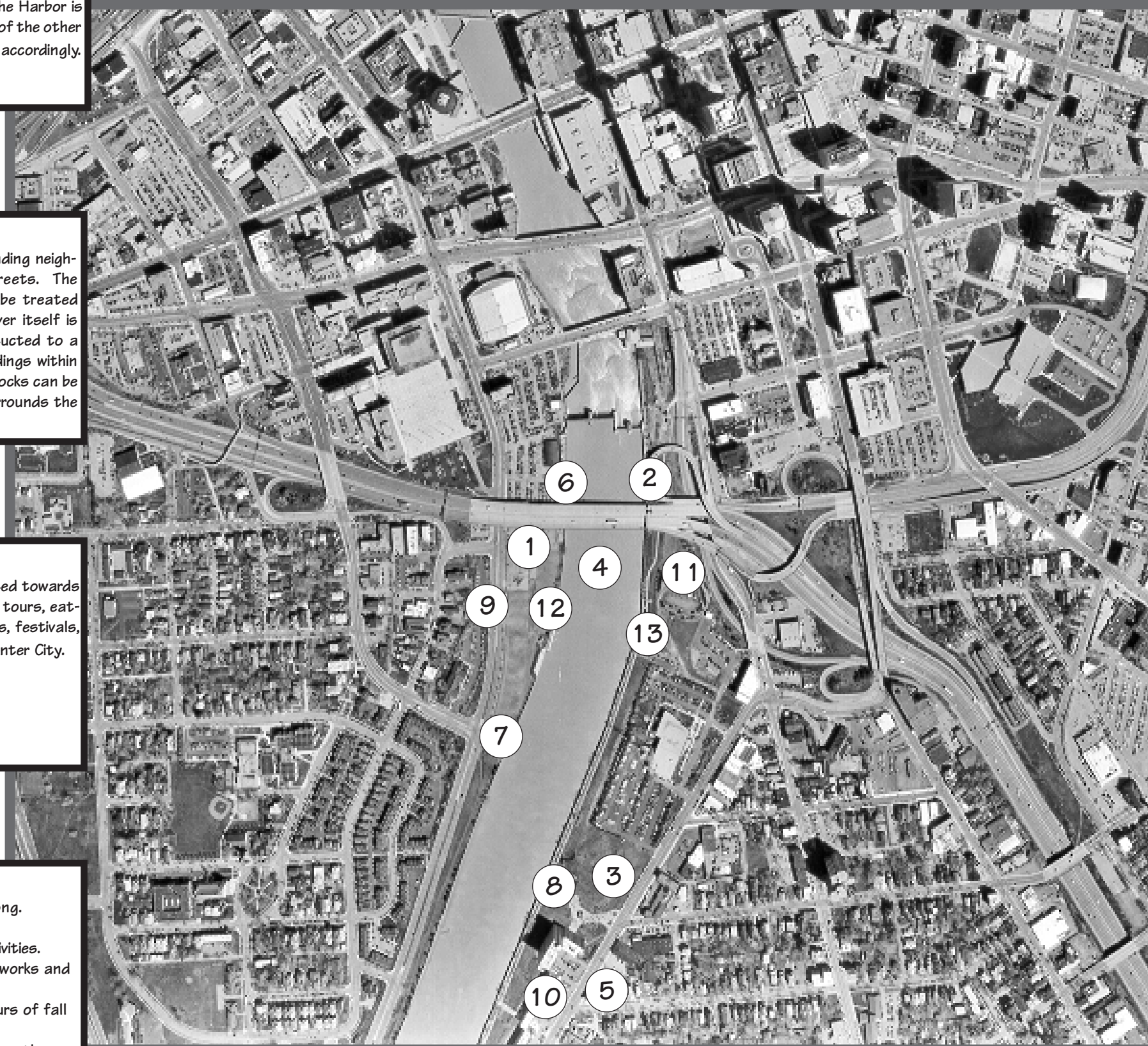
4. Potential Connection Across the River
5. Improve Neighborhood St. Connections
6. Develop a River Promenade & Improve Signage
7. Redevelop River Wall into a Rip-Rap Riverbank
8. Establish Public Landings & Increase Canal Tours

Designed to the Appropriate Scale, Embracing the Historical Past:

9. Create Canal Themed Establishments at Corn Hill & Interpretive Signage
10. Potential Redevelopment of Riverview Commons
11. Create Arboretum Environment within South Wedge Landings

Provide Boating Amenities:

12. Establish Corn Hill Transient Marine Services & Tour Infrastructure
13. Establish South Wedge Landings with Transient Marine Services & Hand Craft Launching Amenities



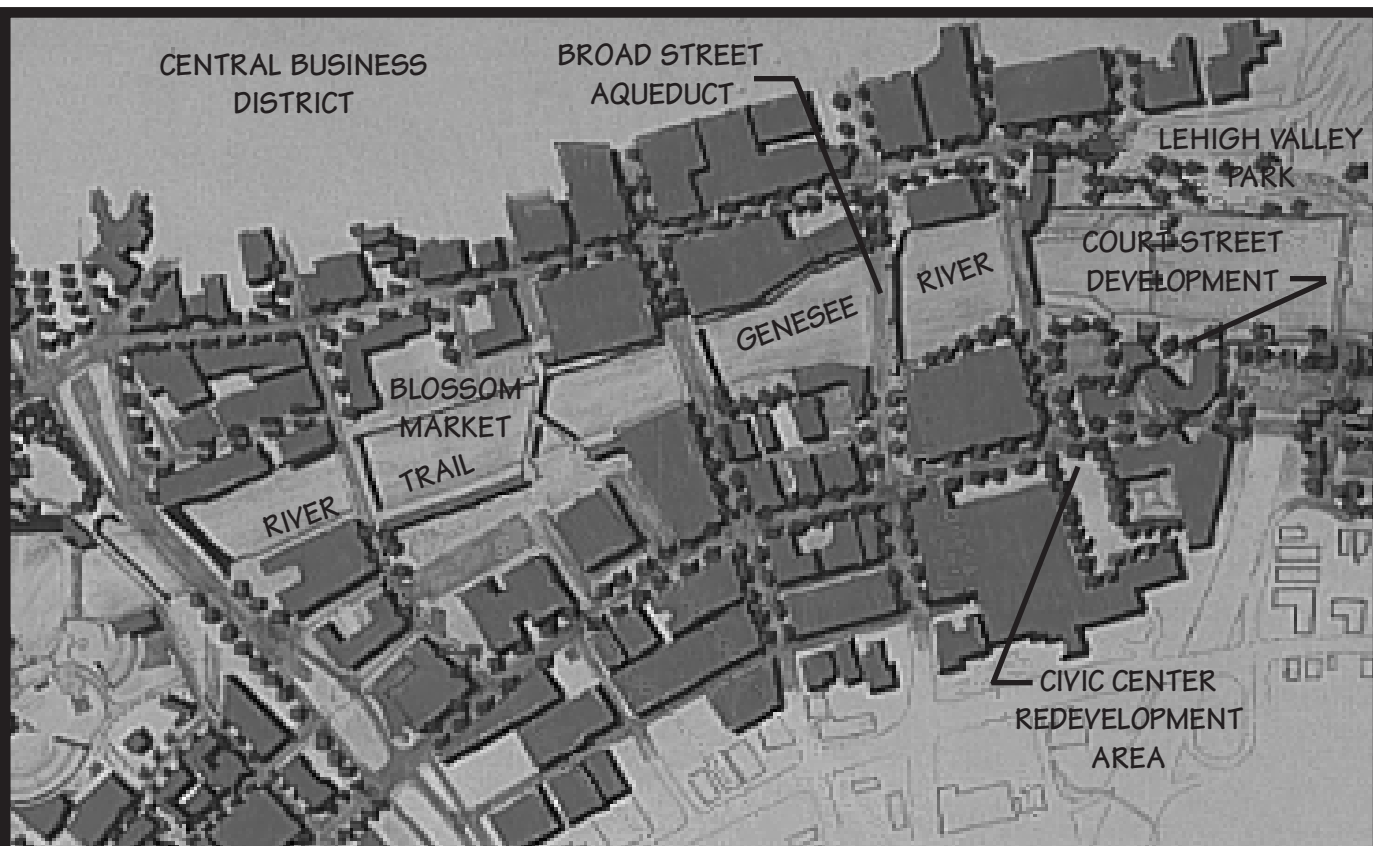
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